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SESSION ID: PART1-R01

CISOs: Elevate Strategic Impact and Unlock New Career Paths

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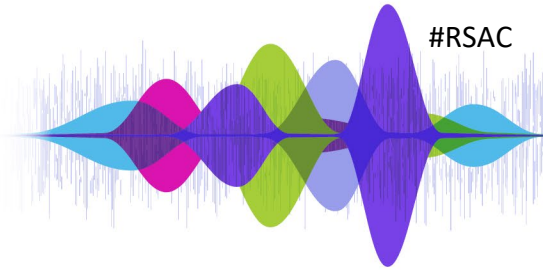

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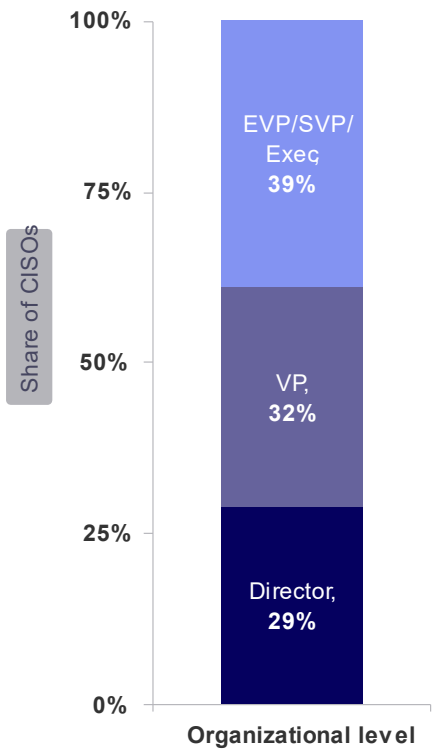
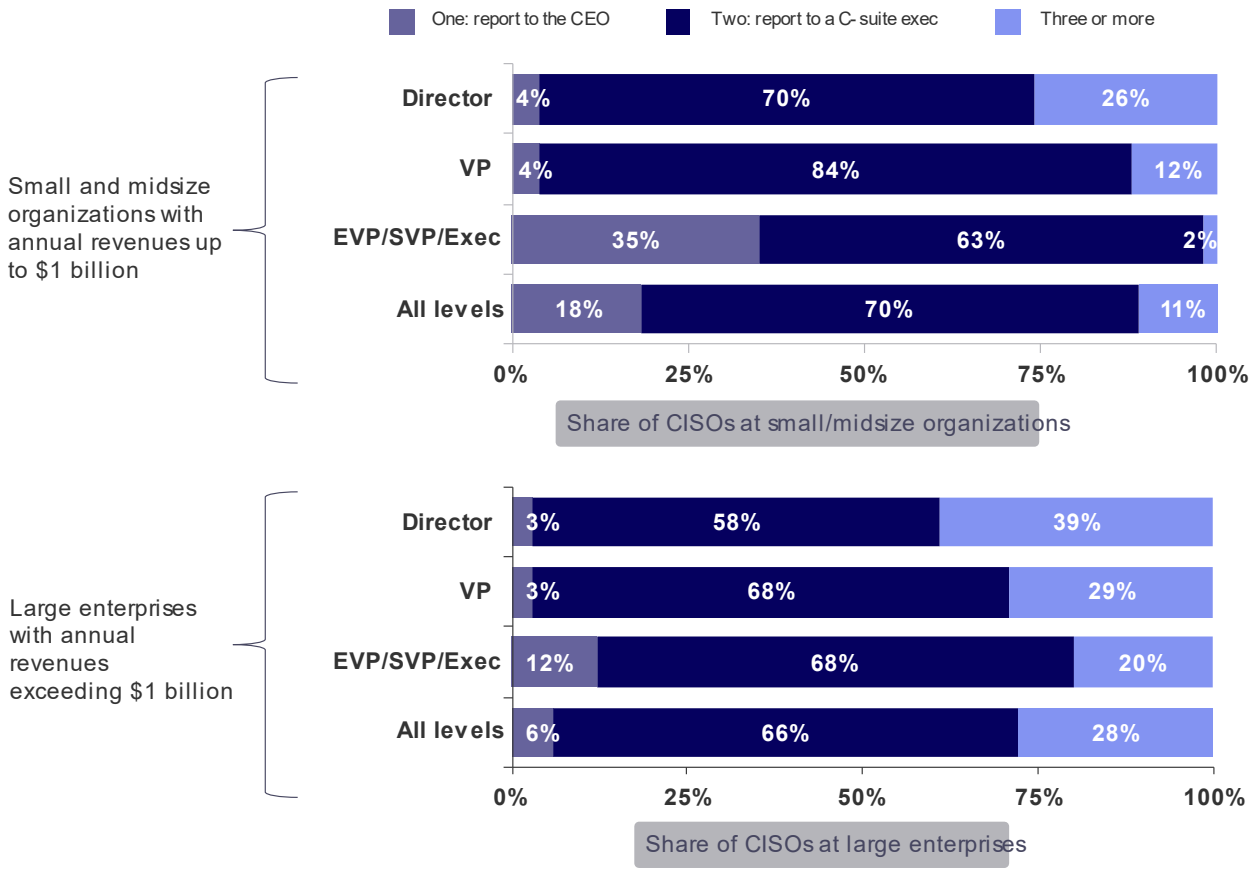
Most CISOs at VP Level or Higher

The organizational level of the CISO and organizational layers removed from the CEO

At what organizational level is your role?

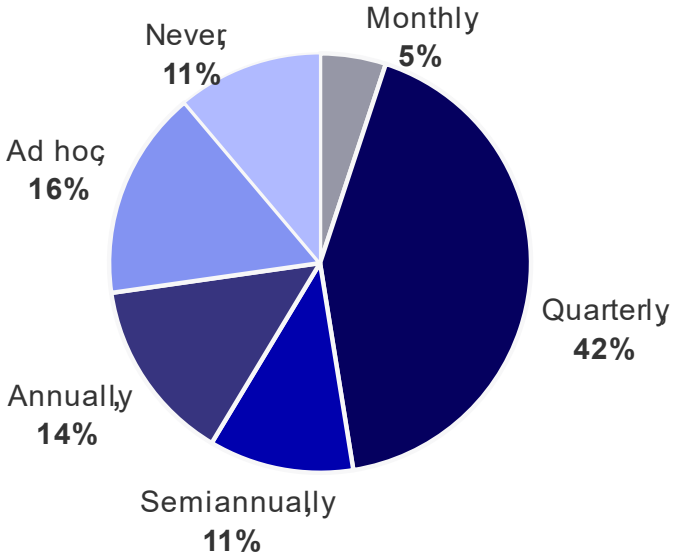


How many layers are you removed from the CEO?

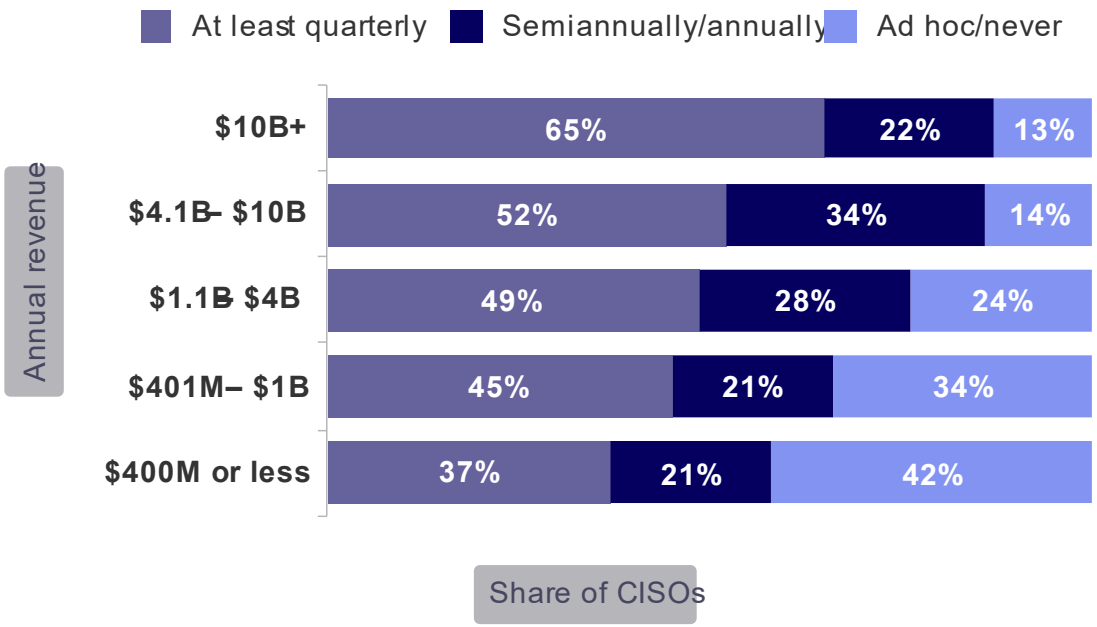

One: report to the CEO
Two: report to a C-suite exec
Three or more
Small and midsize organizations with annual revenues up to $1 billion
Director 4% 70% 26%
VP 4% 84% 12%
EVP/SVP/Exec 35% 63% 2%
All levels 18% 70% 11%
0% 25% 50% 75% 100%
Share of CISOs at small/midsize organizations
Large enterprises with annual revenues exceeding $1 billion
Director 3% 58% 39%
VP 3% 68% 29%
EVP/SVP/Exec 12% 68% 20%
All levels 6% 66% 28%
0% 25% 50% 75% 100%
Share of CISOs at large enterprises

CISOs Often Engage With the Board

How often do you engage with the board of directors?



CISO- board engagement frequency, by company size



CISO Scope Expanding, Diversifying

What is included in your ownership?

FIGURE 6.1 The growing scope of CISO responsibilities

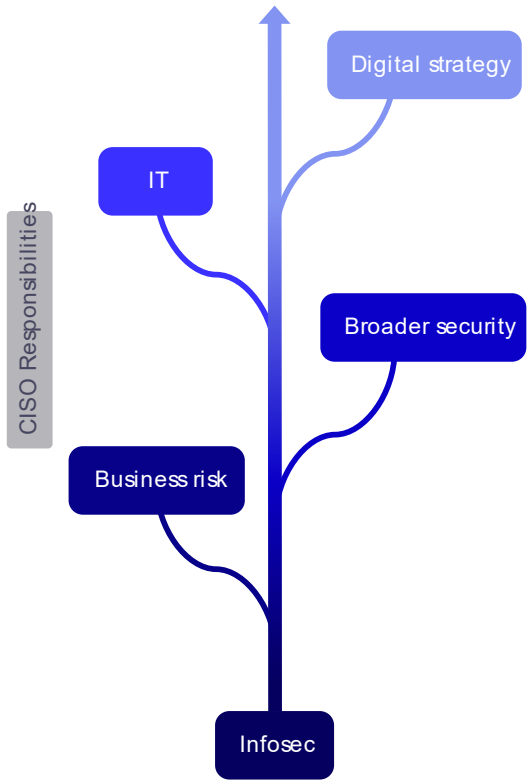


FIGURE 6.2. Areas within each domain and the percentage of CISOs overseeing them

	Share of CISOs with ownership			
	Universal 90%+	Majority 50% – 90%	Significant 25% – 50%	Emerging 1% – 25%
Digital strategy				• Digital transformation • Innovation
IT			• Parts of IT • OT	• All of IT • IT due diligence
Broader security		• Product security	• Physical security • Privacy • Fraud protection	• Data governance • Change management
Business risk	• Digital risk and compliance	• Business continuity • Disaster recovery • Third- party risk management	• Enterprise risk management	• AI • M&A security • Trust and safety
Infosec	• Security operations • Architecture/ engineering • Infosec GRC	• IAM • Application security • Cloud security		

More CISOs Taking On Strategic Roles

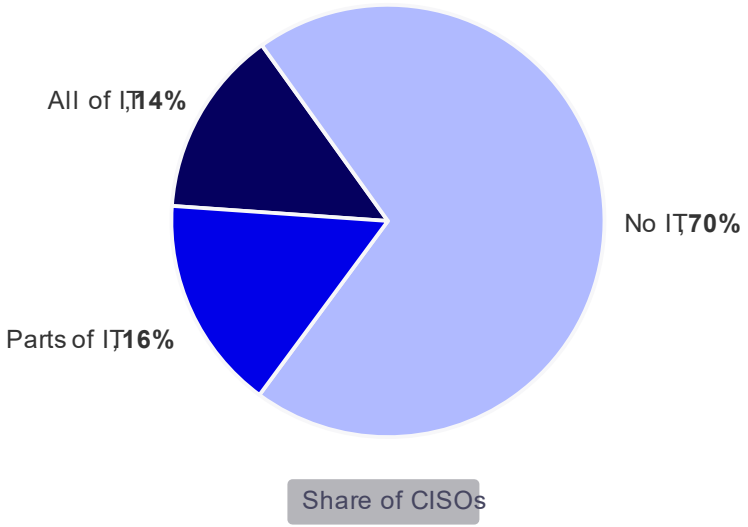
Grouping CISOs by Their C-Level Access and Board Influence, 3 Segments Emerge

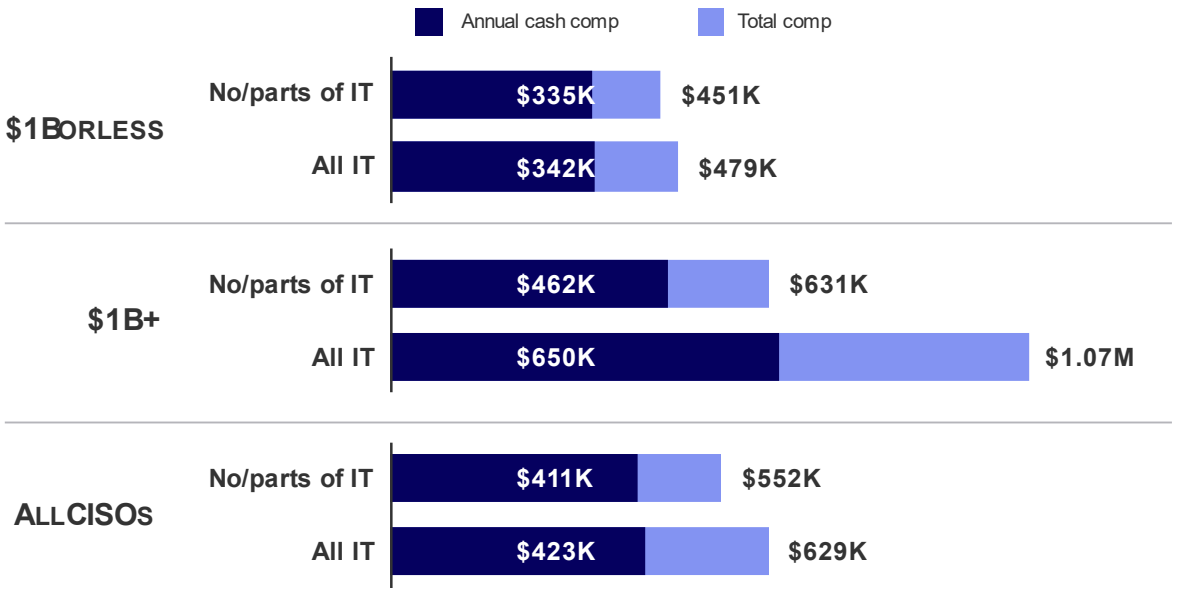
The characteristics of organizations and CISOs that dominate in each of the three segments

	STRATEGIC	FUNCTIONAL	TACTICAL
Share of CISOs	28%	50%	22%
Industries	• Banking • Fintech • Tech	• Healthcare • Retail/hospitality • Consumer goods/services • Business services • Utilities • Insurance	• Legal • Manufacturing • Education
Size, by annual revenue	• $20B+	• $4B– $20B	• Up to $4B
Size, by market cap	• Mega- cap: $100B+ • Super- large cap: $50B- $100B • Micro- cap: less than $300M (often fintech)	• Large- cap: $10B- $50B • Mid- cap: $2.1B $10B	• No specific market cap, due to dominance of quasi- government and privately held organizations in the tactical segment
Company type	• Publicly listed	• Nonprofit • Privately held • Publicly listed	• Quasi- government • Privately held

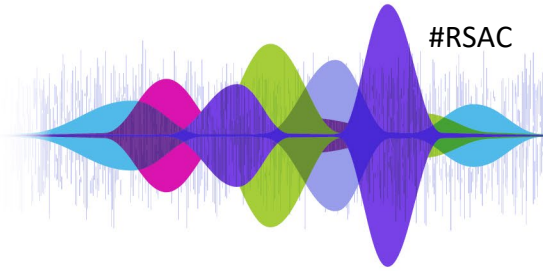
Dual CISO/CIO Roles Emerging

Calculated average annual cash compensation (base salary and target bonus) and annual total compensation (base salary, target bonus and equity) in USD





Changing Expectations Present an Opportunity



- Lean in on leading enterprise risk conversations
- Think like a business exec who specializes in security
- Understand your unique skillset and how to position it to offer value beyond traditional CISO role expectations
- Strengthen relationships with peer executives
- Look for cross-functional projects to get greater exposure to the business

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Thank You

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